



NASA Procedural Requirements

COMPLIANCE IS MANDATORY

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NASA Employee Performance Communication System (EPCS)

Responsible Office: Office of Human Capital Management

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Preface

P.1 Purpose

The Employee Performance Communication System (EPCS) is NASA's performance management system for all employees other than Senior Executive Service (SES), Senior Scientific and Technical (ST), and Senior Level (SL) employees. The EPCS establishes a systematic process for planning, monitoring, developing, assessing, and rewarding employee performance that contributes to the achievement of the Agency's Vision, mission, and goals in accordance with applicable laws and regulations. The EPCS creates a strategically linked set of performance expectations for all employees, promotes a performance culture that focuses on two-way communication and accountability for results, and clearly differentiates between high and low performers.

P.2 Applicability

This NPR is applicable to NASA Headquarters and NASA Centers, including Component Facilities. The Office of Inspector General has statutory independence and may create a separate performance management system that more effectively meets its mission requirements.

P.3 Authority

NPD 3000.1, Management of Human Resources.

P.4 References

- a. NPD 1000.1, NASA Strategic Plan.
- b. NPD 1382.17, NASA Privacy Policy.
- c. NPD 1440.6, NASA Records Management.
- d. NPR 3335.1, Internal Placement of NASA Employees.
- e. NPR 3351.1, Reduction in Force for NASA Employees.
- f. NPR 3432.1, Performance Based Reduction in Grade or Removal Actions.
- g. NPR 3451.1, NASA Awards and Recognition Program.
- h. NPR 3530.1, Pay Policy and Allowances.
- i. NPR 3713.1, Procedures for Providing Reasonable Accommodation for Individuals with Disabilities.
- j. NPR 3771.1, Grievance System.
- k. Office of Personnel Management's (OPM) Governmentwide System of Records, OPM/GOVT-2 (Federal Register, April 27, 2000, Volume 65, Number 82, pages 24731-24753).
- l. Title 5, Code of Federal Regulations (CFR), Parts 293, 297, 351, 430, and 531.
 - Part 293, Subpart D, Employee Performance File System Records.
 - Part 297, Privacy Procedures for Personnel Records.
 - Part 351, Reduction in Force.
 - Part 430, Subparts A, Performance Management, and B, Performance Appraisal for General Schedule, Prevailing Rate, and Certain Other Employees.
 - Part 531, Pay Under the General Schedule.

P.5 Cancellation

NPR 3430.1A, dated May 7, 1999.

/S/

James L. Jennings
Associate Administrator for
Institutions and Management

CHAPTER 1. Responsibility

1.1 Director, Personnel Division

The Director, Personnel Division, Office of Human Capital Management, is responsible for ensuring that the EPCS and these procedural requirements comply with applicable laws and regulations.

1.2 Assistant Administrator for Infrastructure, Management, and Headquarters Operations and NASA Center Directors

1.2.1 NASA Headquarters and the Centers will determine the actual date performance appraisals are due, but appraisals must be given to employees as soon as practicable (generally within 30 days) after the end of the appraisal period.

1.2.2 NASA Headquarters and the Centers will determine the responsibility and requirements for the maintenance, access, transfer, and destruction of Employee Performance Files in accordance with this NPR; NASA Privacy Policy; Office of Personnel Management's (OPM) Governmentwide system of records, OPM/GOVT-2 requirements; and other applicable regulations.

1.2.3 NASA Headquarters and the Centers are responsible for communicating these procedural requirements to all covered employees. This may be accomplished through a variety of means (e.g., briefings, training, informal discussions between Rating Officials/supervisors and employees, employee orientations).

CHAPTER 2. Objectives

2.1 Supports the Agency's Vision, mission, goals, and Strategic Plan.

2.2 Emphasizes the embodiment of NASA's Values in everything that we do.

2.3 Advances the commitment to One NASA by creating a common set of performance expectations for all employees.

2.5 Establishes an Agencywide performance management system that focuses on accountability for results and effectively differentiates between high and low performance.

2.6 Establishes the employee as a "partner" through ongoing communication and constructive feedback between the Rating Official and employee.

2.7 Is designed to be fair, simple, and relevant.

CHAPTER 3. Definitions

3.1 Acceptable Level of Competence (ALOC). Performance at the Meets or Exceeds Expectations level that justifies an increase of an employee's rate of basic pay to the next higher step of the grade or the next higher rate within the grade of the employee's position.

3.2 Appraisal Period. The 1-year period from, May 1 through April 30, for which performance will be appraised and a rating of record prepared.

3.3 Critical Element. A work assignment or responsibility of such importance that unacceptable performance in that element would result in a determination that an employee's overall performance summary rating is Fails to Meet Expectations. Such elements shall be used to measure performance only at the individual level [5 CFR 430.203].

3.4 Minimum Appraisal Period. The minimum amount of time that an employee must be under a performance plan before a rating of record can be assigned. This period is 90 days.

3.5 Narrative Summary. A written or otherwise recorded summary that succinctly addresses an employee's significant performance achievement(s) or result(s) or observable behavior(s) relative to one or more of his/her performance elements and standards for the appraisal period.

3.6 NASA Employee Performance Communication System (EPCS). The specific responsibilities and requirements for the planning, monitoring, developing, assessing, and rewarding of employee performance established under the policies and parameters of NASA's performance management system.

3.7 Noncritical Element. A dimension or aspect of individual, team, or organizational performance, exclusive of a critical element, that is used in assigning a performance summary level. Such elements may include, but are not limited to, objectives, goals, program plans, work plans, and other means of expressing expected performance. Failure on a noncritical element cannot be used as a basis for a performance-based action, nor can the employee's performance be summarized as Fails to Meet Expectations overall based on that failure [5 CFR 430.203]. Note--noncritical does not mean not important.

3.8 Performance. The accomplishment of the work assignments and responsibilities described in the employee's performance plan.

3.9 Performance Appraisal. The review and evaluation of an employee's performance against the performance elements, standards, and performance indicators in the employee's performance plan on which the employee has had an opportunity to perform for the minimum appraisal period.

3.10 Performance Management System. The general policies and parameters under which the requirements of the NASA EPCS to plan, monitor, develop, assess, and reward employee performance have been established. The NASA Performance Management System (also referred to as the NASA EPCS) was approved by the Office of Personnel Management (OPM) on April 23, 1996.

3.11 Performance Plan. All written or otherwise recorded performance elements that describe what the employee is expected to accomplish during the appraisal period and the standards and performance indicators against which the employee's performance will be appraised.

3.12 Performance Indicator. In conjunction with a performance standard, an expression of a performance threshold, requirement, or expectation.

3.13 Performance Standard. A broad statement of the expected accomplishment or behavior.

3.14 Progress Review. A Rating Official's and employee's review and documented discussion of the employee's performance and progress in meeting the performance elements, standards, and performance indicators of the employee's performance plan and training and development needs and requirements. A progress review does not result in a rating of record.

3.15 Rating Definitions.

3.15.1 Performance Element Rating Levels.

3.15.1.1 Significantly Exceeds Expectations. Performance that consistently exceeds the performance standard and identified performance indicators to an exceptional degree for the element.

3.15.1.2 Meets or Exceeds Expectations. A broad range of performance that at least fully meets or may exceed the performance standard and identified performance indicators for the element.

3.15.1.3 Fails to Meet Expectations. Performance that fails to meet the established performance standard and identified performance indicators for the element.

3.15.2 Performance Summary Rating Levels (Pattern B) [5 CFR 430.208(d)].

3.15.2.1 Fails to Meet Expectations (Level 1). Performance for any critical element that is rated Fails to Meet Expectations.

3.15.2.2 Meets or Exceeds Expectations (Level 3). All rated critical elements must be rated at least as Meets or Exceeds Expectations.

3.15.2.3 Distinguished (Level 5). All rated critical and noncritical elements must be rated as Significantly Exceeds Expectations.

3.16 Rating Official. The individual (usually the immediate supervisor) who is responsible for:

3.16.1 Planning. Engaging the employee as a partner in the establishment of the employee's performance elements, standards, and performance indicators.

3.16.2 Monitoring. Promoting two-way communications with the employee and providing constructive feedback relative to the employee's performance during the appraisal period.

3.16.3 Developing. Assessing the employee's training and development needs and requirements to improve good or poor performance and, when possible, providing educational, developmental, and growth opportunities.

3.16.4 Rating. Fairly and accurately appraising the employee's performance against the performance plan at the end of each appraisal period.

3.16.5 Rewarding. When appropriate, fully and fairly utilizing awards and other methods of recognition to acknowledge the employee's performance and achievements.

3.17 Rating of Record. The written or otherwise recorded performance summary rating assigned at the end of an appraisal period or when required by special circumstances. The rating of record must be supported by a narrative summary of the employee's performance.

3.18 Reviewing Official. The individual (usually the second-level supervisor) who must review and approve a performance summary rating of Distinguished or Fails to Meet Expectations.

3.19 Supervisor. See Rating Official.

CHAPTER 4. Basic Provisions

4.1 The Agencywide performance appraisal period will be from May 1 through April 30.

4.2 The Rating Official is responsible for establishing performance plans and appraising employees; however, the assignment of a performance summary rating of Distinguished or Fails to Meet Expectations must be reviewed and approved by a higher-level official (Reviewing Official). Approval by a higher-level official is not required for a performance summary rating of Meets or Exceeds Expectations.

4.3 The Rating Official must establish a written performance plan at the beginning of each appraisal period (normally within 30 days).

4.4 Performance plans may include both critical and noncritical elements; however, at least one element must be critical.

4.5 Performance plans for supervisory employees must include the performance elements and standards cascaded from the SES performance evaluation factors (Appendix A).

4.6 Performance plans for nonsupervisory employees must include the performance elements and standards cascaded from the supervisory performance elements and standards (Appendix B).

4.7 Each standard for supervisory and nonsupervisory employees must include a sufficient number of performance indicators to clearly communicate to the employee the performance expectations for that standard.

4.8 Team or organizational performance expectations can be established as a noncritical element.

4.9 The minimum period an employee must be under a performance plan before receiving a performance summary rating (rating of record) is 90 days.

4.10 The Rating Official must conduct a progress review with each employee at least once during the appraisal period (normally midpoint of the appraisal period). If at mid-point in the appraisal period an employee has been on a performance plan for less than 90 days, a midterm review may be conducted or delayed until such time in the appraisal period when a progress review would be more advantageous to the employee.

4.11 An employee shall be given a rating of record on an annual basis except in specific circumstances when it is not appropriate to do so. For example, an employee has been on a performance plan for less than the minimum appraisal period (90 days) at the end of the appraisal period; or an employee is on a Performance Improvement Plan (PIP) at the end of the appraisal period, and the opportunity to demonstrate acceptable performance as specified in the PIP has not elapsed.

4.12 An employee's performance for each performance element of his/her performance plan that the employee has had an opportunity to accomplish must be appraised as Significantly Exceeds Expectations, Meets or Exceeds Expectations, or Fails to Meet Expectations.

4.13 An employee's overall performance must be appraised at one of three summary levels (Pattern B)-- Fails to Meet Expectations (Level 1), Meets or Exceeds Expectations (Level 3), and Distinguished (Level 5) [5 CFR 430.208(d)].

4.14 An employee who receives a performance summary rating of Distinguished is eligible to be considered for all monetary performance awards and nonmonetary recognition. An employee who receives a performance summary rating of Meets or Exceeds Expectations must have received a Meets or Exceeds Expectations performance element rating for all rated elements (critical and noncritical) in order to be eligible to be considered for monetary awards and nonmonetary recognition based on performance.

4.15 Performance on one or more critical elements that Fails to Meet Expectations shall be the basis for an action to reassign the employee or initiate an adverse action (e.g., reduction in grade or removal) against the employee, but only after the employee has been given a period of time to improve. The minimum performance improvement period is 30 days.

CHAPTER 5. Performance Appraisal Process

5.1 Performance Plan and Appraisal Forms

Standard Agencywide performance plan and appraisal forms for supervisory and non-supervisory employees must be used by all Centers. Centers with an automated performance management system may develop automated forms, provided the information does not deviate from the Agencywide forms.

5.2 Performance Planning

5.2.1 The Rating Official must establish a written or otherwise recorded performance plan for each employee. Normally, these plans shall be established within 30 days of the beginning of the appraisal period or within 30 days of an employee's assignment to a position.

5.2.2 Performance plans for supervisory employees must include the performance elements and standards cascaded from the SES performance evaluation factors (Appendix A). These are the minimum requirements and shall normally be critical elements. Depending upon an employee's responsibilities and work assignments, a Rating Official may determine that one or more of these elements are not critical; however, at least one element must be critical. A Rating Official may also establish additional performance elements and standards that are specific and relative to the employee's duties.

5.2.3 Performance plans for nonsupervisory employees must include the performance elements and standards cascaded from the supervisory performance elements and standards (Appendix B). These are the minimum requirements. A Rating Official may also establish additional performance elements and standards that are specific and relative to the employee's duties. Typically, nonsupervisory employee performance plans shall include five to eight elements. All performance plans must have at least one critical element.

5.2.4 Performance plans for team leaders, program managers, and other similar non-supervisory positions, while not required, may include one or more of the performance elements and standards cascaded from the SES performance evaluation factors for supervisory employees when determined applicable by the Rating Official.

5.2.5 A Rating Official must offer an employee the opportunity to provide input into his/her performance plan. Before finalizing a performance plan, the Rating Official must provide a draft of the plan to the employee and give the employee an opportunity to provide input/feedback. However, the Rating Official shall make the final decision on the performance elements, standards, and performance indicators addressed by the plan.

5.2.6 Since the required performance standards are broad statements of expected accomplishments or behaviors, the performance indicators for each standard are necessary to communicate what an employee has to do or achieve to meet the standard. Each standard must include a sufficient number of performance indicators to clearly communicate the performance expectations to the employee. Performance indicators should guide the Rating Official/employee discussion about performance expectations during the performance-planning stage and the discussion about the employee's performance and accomplishments during a progress review and the annual appraisal.

5.2.7 Performance indicators shall identify, where possible, the measures (e.g., quality, quantity, timeliness, cost-effectiveness) that will be used to evaluate the performance results and must be written at the Meets Expectations level.

5.2.8 No higher-level review of performance plans is required at this phase of the performance management process.

5.3 Performance Monitoring

5.3.1 The EPCS emphasizes ongoing communication and constructive feedback between the Rating Official and the employee. At a minimum, one progress review must be held during the appraisal period, generally at midpoint in the

period (refer to Paragraph 4.10). Either a Rating Official or an employee may initiate a progress review at any time during the appraisal period.

5.3.2 A Rating Official must offer an employee an opportunity to provide input on his/her accomplishments relative to the performance elements and standards for his/her progress review. Documentation, either written or otherwise recorded, is required to indicate the review was held. Additional documentation is required in those cases where the Rating Official is concerned the employee's performance is deficient and will not meet a performance standard(s). Employees shall be given an opportunity to respond to any performance deficiency documented by the Rating Official.

5.4 Performance Assessing

5.4.1 A written or otherwise recorded rating of record must be given to an employee as soon as practicable after the end of the appraisal period (generally within 30 days) (refer to Paragraph 4.11).

5.4.2 A rating of record shall be prepared only if the employee has served under a performance plan at least 90 days during the appraisal period. When a rating of record cannot be prepared at the end of the appraisal period, the appraisal period shall be extended for the amount of time necessary to meet the minimum period, at which time a rating of record shall be prepared.

5.4.3 Each employee must be appraised on each element in the performance plan on which the employee has had an opportunity to accomplish. An element should be left unrated only if the employee has had insufficient opportunity to demonstrate performance on the element.

5.4.4 A Rating Official may consult with other sources (e.g., customers, peers, team members/leaders) for feedback in appraising an employee's performance.

5.4.5 Performance Element Rating Levels

5.4.5.1 Significantly Exceeds Expectations--Performance that consistently exceeds the performance standard and identified performance indicators to an exceptional degree.

5.4.5.2 Meets or Exceeds Expectations--A broad range of performance that at least fully meets or may exceed the performance standard and identified performance indicators.

5.4.5.3 Fails to Meet Expectations--Performance that fails to meet the performance standard and identified performance indicators.

5.4.6 A Rating Official must offer an employee the opportunity to provide input, relative to his/her performance elements and standards, on his/her accomplishments during the appraisal period. The employee shall be strongly encouraged to assume responsibility for identifying specific accomplishments and results (with examples) relative to his/her performance elements and standards. The employee's input must be retained as part of the appraisal documentation in the official Employee Performance File.

5.4.7 Performance Summary Rating Levels

5.4.7.1 Distinguished (Level 5)--All rated critical and noncritical elements must be rated as Significantly Exceeds Expectations.

5.4.7.2 Meets or Exceeds Expectations (Level 3)--All rated critical elements must be rated at least as Meets or Exceeds Expectations.

5.4.7.3 Fails to Meet Expectations (Level 1)--Performance for any critical element that is rated Fails to Meet Expectations.

5.4.8 A narrative summary that documents the overall performance of the employee is required for all performance summary rating levels.

5.4.9 Distinguished and Fails to Meet Expectations Performance Summary Ratings

5.4.9.1 The narrative summary that documents the overall performance of the employee for a Distinguished or Fails to Meet Expectations performance summary rating must be very substantive and clearly and completely justify the rationale for the performance summary rating.

5.4.9.2 A performance summary rating of Distinguished or Fails to Meet Expectations must be reviewed and approved by a higher-level official (Reviewing Official).

5.4.9.3 Any performance element rating of Fails to Meet Expectations for any critical element shall result in an overall performance summary rating of Fails to Meet Expectations.

5.5 Details and Position Changes

When an employee serves for 90 days or more on a detail, within or outside of the Agency or in one or more positions during the appraisal period, input from the supervisor of the detail/position shall be given to the Rating Official for consideration in assigning a rating of record. When the Rating Official requests that this input be provided in writing, the input must be retained as part of the employee's appraisal documentation in the official Employee Performance File.

5.6 Transfers

5.6.1 When an employee transfers to NASA, any performance summary rating(s) prepared during the appraisal period and transferred, in accordance with 5 CFR 293.405(a), shall be taken into consideration when the rating of record is prepared.

5.6.2 When an employee transfers to another agency at any time during the appraisal period, NASA shall transfer to the gaining agency all performance rating of records of the employee that are 4 years old or less, including the performance plan on which the most recent rating of record was based, in accordance with 5 CFR 293.405(a). In addition, if the employee has been under a performance plan for 90 days or more, a performance summary rating shall be prepared.

5.7 Awards Eligibility

5.7.1 An employee who receives a performance summary rating of Distinguished is eligible for monetary performance awards and nonmonetary recognition.

5.7.2 An employee who receives a performance summary rating of Meets or Exceeds Expectations must have received at least a Meets or Exceeds Expectations performance element rating for all rated elements (critical and noncritical) in order to be eligible for monetary awards and nonmonetary recognition based on performance.

5.7.3 An employee who receives a Fails to Meet Expectations performance element rating for a critical or noncritical element is not eligible for monetary awards or non-monetary recognition based on performance.

5.7.4 All awards must be processed in accordance with Appendix C of NPR 3451.1, NASA Awards and Recognition Program.

5.8 Quality Step Increase (QSI)

A Quality Step Increase is not required but may be granted to an employee who receives a performance summary rating of Distinguished [5 CFR 531.504]. Recommendations for QSI's will be processed in accordance with NPR 3530.1A, Pay Policy and Allowances, and Appendix C of NPR 3451.1, NASA Awards and Recognition Program.

5.9 Reduction In Force (RIF)

Service credit for performance shall be computed in accordance with 5 CFR 351.504(e) and NPR 3351.1, Reduction in Force for NASA Employees.

5.10 Promotions

A performance appraisal shall be one factor used in determining whether or not to promote an employee. (Consult NPR 3335.1F, Internal Placement of NASA Employees, for further guidance on promotions.)

5.11. Within-Grade Increase (WIG)

5.11.1 An employee whose current rating of record is at the Meets or Exceeds Expectations performance summary level is performing at an Acceptable Level of Competence (ALOC) for purposes of a WIG (refer to NPR 3530.1A, Pay

Policy and Allowances).

5.11.2 Failure to attain/maintain an ALOC justifies denial of a WIG.

5.12 Failure to Meet Performance Expectations

5.12.1 Management should take appropriate action to address unacceptable performance at any time during the appraisal period that an employee's performance Fails to Meet Expectations in one or more elements of his/her position.

5.12.1.1 When it is determined that an employee's performance Fails to Meet Expectations in one or more critical elements, management should take corrective action (reassignment, reduction in grade, or removal) to improve the employee's performance. The employee must be placed on a Performance Improvement Plan (PIP) and given a reasonable opportunity (a minimum of 30 days) to demonstrate acceptable performance (refer to NPR 3432.1, Performance Based Reduction in Grade or Removal Actions).

5.12.1.2 When it is determined that an employee's performance Fails to Meet Expectations in one or more non-critical elements, management should address the need for improvement; however, no formal action as specified in Paragraph 5.12.1.1 above is required.

5.12.2 If an employee raises the need for an accommodation because of a disability after a performance-based action has been initiated, management must consider the request in accordance with NPR 3713.1, Procedures for Providing Reasonable Accommodation for Individuals with Disabilities.

5.13 Appraisal Disagreements

5.13.1 Employees are encouraged to have ongoing discussions with their Rating Officials regarding good as well as poor performance.

5.13.2 An employee who disagrees with the rating of record may request reconsideration by the Rating Official or, if appropriate, the Reviewing Official or in accordance with any local labor-management negotiated agreement. A reconsideration request must be made no later than 15 days after the employee is given a copy of the completed rating of record. When reconsideration is requested, the employee shall be given the opportunity to present information supporting the request and shall receive a decision within a reasonable period of time (e.g., 15 days). (Note: Reconsideration at this stage substitutes for the informal procedure as outlined in NPR 3771.1, Grievance System.)

5.13.3. If the employee is dissatisfied with the reconsideration decision, he/she may formally grieve the rating of record in accordance with NPR 3771.1, Grievance System, or any local labor-management negotiated agreement, if appropriate.

5.14 Linkage to SES Performance Management System

The performance results of non-SES supervisors and non-supervisory employees shall be considered in the performance evaluation of SES managers and executives.

CHAPTER 6. System Evaluation

6.1 The EPCS shall be evaluated at the end of the first appraisal period following implementation of these procedural requirements and thereafter as deemed necessary. Evaluations shall include the following:

6.1.1 Review and analysis of the distribution of performance summary rating levels.

6.1.2 Review and analysis of performance awards based on performance during the appraisal period.

6.1.3 Employee and supervisor feedback, comments, and recommendations from Center focus groups and surveys.

6.2 Measurement outcomes shall include the following:

6.2.1 Employees' performance appraisals are perceived as fair and accurately reflect a level of performance that is consistent across all organizations.

6.2.2 The EPCS makes meaningful distinctions in employees' performance.

6.2.3 The EPCS is integrated with and supports the Agency's Awards and Recognition Program.

CHAPTER 7. Employee Performance Files (Written or Otherwise Recorded)

7.1 In accordance with the responsibility and requirements as determined by NASA Headquarters or the Center, all performance-related records shall be maintained in an Employee Performance File and shall be available to:

7.1.1 Agency officials having a need for the information.

7.1.2 Employees and, as appropriate, to an employee's designated personal representative.

7.1.3 Support actions based on the records.

7.1.4 The OPM in connection with its personnel management evaluation role.

7.2 The Rating Official shall provide to an employee the following documents at the time they are prepared:

7.2.1 A draft performance plan with an opportunity to provide input/feedback.

7.2.2 A performance summary rating, including the narrative summary, for the appraisal period and the performance plan that identifies the performance element ratings upon which the rating of record was based.

7.2.3 An Individual Development Plan, if applicable.

7.3 Performance-related records shall, at a minimum, include:

7.3.1 The rating of record, including the narrative summary, for the appraisal period and the performance plan on which it was based.

7.3.2 When provided, input from the employee regarding accomplishments relative to the performance elements and standards of the performance plan.

7.3.3 When provided, the employee's response to any deficiency documented by the Rating Official during the appraisal period.

7.3.4 When requested in writing by the Rating Official, input from the supervisor of a position that the employee was detailed to, previously assigned to, or transferred from .

7.4 Performance-related records may include, but are not limited to:

7.4.1 Recommendations for training that are performance related or for development purposes (e.g., Individual Development Plans).

7.4.2 Recommendations for awards, promotions, denial of within-grade increases, reduction to a lower grade, reassignment, and removals, including supporting documentation.

7.4.3 Any document that indicates that the rating is being challenged under administrative procedures (e.g., when the employee files a grievance on the rating received).

7.4.4 Records concerning performance during the supervisory or managerial probationary period or the employee's initial period of probation after appointment.

7.4.5 Advice and counseling records that are based on work performance.

7.4.6 Performance-related records for all employees must be maintained for no less than 4 years from the date the final rating is issued. Such records shall be maintained and destroyed in accordance with NASA Headquarters' or the Center's requirements; the NASA Privacy Policy; and Office of Personnel Management (OPM) Governmentwide system of records, OPM/GOVT-2 requirements; and other applicable regulations.

Appendix A--Performance Elements and Standards for Supervisory Employees

Element 1. Strategic Alignment

Standard: Demonstrates a commitment to the Agency's Vision, mission, and goals.

Element 2. Health and Safety

Standard: Demonstrates a commitment to the Agency's #1 core value--Safety is the first consideration before any other Agency or organizational goal or objective.

Element 3. Equal Opportunity/Diversity

Standard: Demonstrates a commitment to and support of equal opportunity and diversity by complying with the Agency's EO laws, regulations, policies, and procedures.

Element 4. Collaboration and Teamwork

Standard: Demonstrates a commitment to One-NASA by promoting collaboration and teamwork among the organization's employees and with other managers and teams across Centers and organizational boundaries.

Element 5. Communications

Standard: Demonstrates a commitment to creating and sustaining an environment conducive to open, honest, and effective communications.

Element 6: Work Objectives

Standard: Demonstrates a commitment and personal responsibility to strive for excellence and high-quality results that are aligned with and ultimately contribute to the achievement of the mission and goals of the Agency.

Element 7. Human Capital Management

Standard: Demonstrates a commitment to the strategic management of human capital by identifying current and future workforce competencies, including succession planning, needed to successfully execute the organization's goals and objectives.

Appendix B--Performance Elements and Standards for Non-Supervisory Employees

Element 1: Health and Safety

Standard: Demonstrates a commitment to the Agency's #1 core value - Safety is the first consideration before any other Agency or organizational goal or objective.

Element 2: Collaboration and Teamwork

Standard: Demonstrates a commitment to One NASA

Element 3: Communications

Standard: Demonstrates a commitment to open, honest, and effective communications.

Element 4: Work Objectives

Standard: Demonstrates a commitment and personal responsibility to strive for excellence in the accomplishment of work assignments that are aligned with and ultimately contribute to the achievement of the mission and goals of the Agency.